

## CORPORATE CULTURE

**DEFINITION:** The shared set of attitudes, beliefs and norms that is passed along among organizational members (Buhler, 1993).

**THE RULES:** The concept of corporate culture became a "hot management" topic in the 80's and has since been determined to have far-reaching ramifications for all members of the organizations and even those outside its boundaries. Organizational culture outlines the appropriate behavior for employees. It is the way things are done in an organization. With a clearly defined culture, members of the organization know what is expected of them and what to expect from the organization.

Culture conveys a sense of who the company is and must be communicated to all stakeholders. It is the "glue" that holds the organization together by giving employees a sense of identity with the company. Culture provides a unifying theme for the organization, giving focus and direction to the firm.

Culture can be weak or strong, depending on the age, traditions and success of the company. Culture is often based on the founder's or company heroes' beliefs, so the older a company is, the more time it has to settle into a tradition, perpetuated through rites and rituals, and therefore harder to change. Longevity also implies success, another fortifier of corporate culture. And it is the role of those in power to perpetuate, safe-guard and protect the organization's culture.

The evidence of one's acceptance into a company's culture is determined by how much he/she is perceived to be a team player. This team player perception will have a direct effect on one's ability to succeed and move ahead in the company.

**THE WIN:** Your personality matches the organization's culture. Any conflicts are minor, manageable and accepted by- both parties. People on your job are talking about you positively, asking for your input and assigning you special projects.

### **OFFENSIVE STRATEGY**

1. Before joining a company, be realistic about your values and norms. Research and identify the organization's culture. Only join if there is a match.
2. Embrace the culture. Remember, the issuance of a job offer is the company's affirmation of their confidence in your ability to be an asset to the company and succeed in the job.
3. Have excellent interpersonal and technical skills.
4. Be the expert in your area. Publish in your field.
5. Make your boss look good, Show respect for authority. Produce work that is important to him/her, not you.
- 6 Be indispensable. Go the extra mile. Satisfy more than one need.
7. Immerse yourself in the culture. Dress the part. Demonstrate you are a team player. Attend the company picnic, Christmas party, secretaries appreciation, peer's social events, promotion/going away parties.

### **DEFENSIVE STRATEGY:**

1. Be willing to lose a few battles to win the war. Compromise on minor issues
2. Identify/create a strategic need that no one else is currently fulfilling and take ownership. Often it's the job no one else wants to do, but it will keep you on the team.
3. Start attending after-office hours events